

A Work Project, presented as part of the requirements for the Award of a Master Degree in Management from the NOVA – School of Business and Economics.

Impact evaluation of eco-oriented strategies and policies on improving Tourism Destination perception and attractiveness: The case of Cascais Municipality.

Rui Manuel Valoura Gonçalves, 3796

A Project carried out on the Master Management Program, under the supervision of:

Professor Luís Correia da Silva

4 January, 2019

ABSTRACT

In this Work Project I will try to understand how eco-friendly policies and strategies conducted by the Cascais Municipality Council have affected the development of the municipality in regard to tourism, its growth and the way it is seen after these policies and strategies are applied, in a sense of whether or not it becomes more attractive to tourists. I'll do so by analyzing Cascais as a destination, looking at several points of attractiveness, defining its stage in the life cycle model and how important it was in preventing a possible downfall of Cascais as a tourism destination. I will also analyze Cascais' most recent eco-friendly policies and strategies and conduct a questionnaire directed at tourists, to try and understand some of their motivations and feelings regards sustainable tourism and eco-friendly policies.

Key words: Tourism, Cascais, eco-friendly policies, sustainability

Index

1 - Literature Review	4
2 - Cascais as a Tourism Destination: Profile Analysis	9
Major Characteristics and Destination Evolution.....	9
The Tourist Profile, Motivations and Brand.....	13
3 - Destination Life Cycle Model and Critical Range of Capacity	16
4 - Eco-friendly Policies and Strategies Implemented by Cascais.....	18
5 - Tourists Perception of the Policies and Strategies	20
6 - Conclusions	22
7 - Limitations	23
8 - References	23

1 - Literature review

First of all, it is important to know or at least to have a clear conceptual idea of what sustainable tourism is and what it entails. Sustainable tourism can be defined as “Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs and expectations of visitors/tourists, the industry stakeholders, the host communities and the environment”, according to the United Nations World Tourism Organization (UNWTO). This means that it should not adversely affect the environment, but should be accepted by the community, should be profitable and should satisfy visitors needs and expectations and allow memorable experiences. In this sense, hotels and tourism destinations should drive towards sustainable tourism in their locations and regions, however, this takes time and a lot of improvements to a destination (Budeanu et. al, 2016).

Sustainable tourism allows for the use and management of natural resources in a way that humanity will be able to satisfy its economic and social wellbeing and aesthetic needs, while still being able to protect and preserve the biodiversity, basic ecological movements, life-sustaining systems and cultural integrity of the destination’s host (Dávid, 2011). These are only a few of the benefits this type of tourism can bring to society and to the environment.

With this in mind, the European Commission created the European Tourism Indicators System for sustainable destination management. The ETIS is composed of three tools – management, information and monitoring – having as its main goal helping destinations achieve a more sustainable management. The key step is to use a multi-stakeholder approach by forming a Stakeholder Working Group and aligning their views. The ETIS provides several benefits, such as effective risk management, prioritization of action projects and ensuring customer satisfaction (ETIS, 2016).

However, while tourism destinations are striving to become sustainable, a few problems are also arising. One of these problems, and possibly the most serious one, is overtourism. As the name suggests, overtourism happens when there are too many tourists/visitors in a particular destination at the same time. It can be more formally defined as describing “destinations where hosts or guests, locals or visitors, feel that there are too many visitors and that the quality of life in the area or the quality of the experience has deteriorated unacceptably.” by Goodwin (2017).

This problem usually begins when a destination reaches the consolidation/stagnation stage in Butler’s life cycle model (Image 1, page 16). Butler’s model is built on the principle that tourism destinations are dynamic, changing over time according to factors such as change in preferences and needs of the tourist, gradual deterioration of the destination and even the replacement or disappearance of the original natural and cultural attractions that were the main focus of the destination (Butler, R., 1980). According to this model, overtourism happens when the amount of tourism goes over the tourism carrying capacity, that is, the maximum number of tourists a destination can withstand without causing permanent damage (Hof & Lime, 1997), which usually happens around Butler’s Model’s consolidation and stagnation phases.

Overtourism does not only bring negative change. In fact, it can induce substantial wealth and job creation and provide important investment, while aiding the restoration of historical sites and traditional forms of architecture, since the cities will have a bigger exposure and will be more concerned with taking care of architecture and other issues, such as cleanness and security. Nevertheless, the negative points are still the ones that bring more attention and concern to local communities as their standard of living can change dramatically, due to increases in rental costs, shops, leisure facilities, restaurants and cafés and public transportation, not to mention the overcrowding of some of these, as well as an increase in the pollution in the city (Koens, K., Postma, A. and Papp, B., 2018).

Notwithstanding, the UNWTO believes this problem can be fixed, offering several suggestions such as: setting a long-term plan for sustainable urban tourism; defining the tourism carrying capacity for the city by redistributing tourists between the different micro-areas within the destination – museum district, fashion district, art district, etc. – and for specific locations/attractions as well; determining the acceptable levels of impact of tourism on the city; promoting the integration of local communities in the tourism value chain; regularly monitoring the perception of locals towards tourism; evidenced-based decision making and planning of key issues; and considering tourists as temporary residents, by building a city for all. These are just a few recommendations that will help cities grow without overtourism problems.

The destinations are not the only ones concerned with sustainability. As stated by Dagher, Itani and Kassar (2015) people are becoming more environmentally aware, due to the increase in interest in topics related to global warming as a whole. People that are becoming “green”, which stands for “environmentally friendly, environmentally responsible and eco-friendly” (Manakotla & Jauhari, 2007; Pizam, 2009), give origin to a new segment that marketers are considering as an important target – green consumers (Mostafa, 2007). In fact, according to McEachern and McClean (2002), the green consumerism is a concept that includes topics such as decreasing of pollution, environmental preservation and sustainable use of non-renewable resources.

The increase in sensitivity toward the environment is due to the need of ending and even reversing the damaging effects of the human behavior on the environment (Leonidou, Leonidou & Kvasova, 2010). This increasing concern has also been felt in the tourism industry with several environmental practices becoming a trend in hospitality (Ryan, 2015). Zimmermann and Straub (2017) found that sustainability is important in the minds of hotel guests, also being a sociable recognizable issue and generally considered to be desirable and

even necessary. However, they also state that despite the desire to purchase sustainable goods, in this case staying at a sustainable hotel, the final choice is strongly influenced by other factors such as price, location and comfort, availability and standards, that may carry a bigger weight in the decision making process. These results are supported by other studies as well, Kasim (2004) and Klepsch and Schneider (2012). It's important to highlight that standards are very important to guests, as guests do not want to lose anything for the sustainable hotel. That is, if they feel the sustainable hotel is worse off than the other ones, the probability that they will not choose the sustainable option increases (Hedlund, 2013).

In fact, with both destinations and consumers becoming environmentally aware and with the emergence of sustainable tourism, several alternative forms of tourism have also appeared, such as the nature area tourism. The nature area tourism is comprised of all the tourists that are looking for natural ambient/environment/areas, which includes all the leisure activities that take place in the natural environment, such as hiking, climbing, sailing, fishing, nature photography, animal and plant observation, among others (Dávid, 2011). Within this form of tourism, we also have Ecotourism, which is a more value-oriented approach (Dávid, 2011). Ecotourism is defined as “a responsible travel to natural areas that protects and conserves the environment and improves the well-being of local people” (Singh, Dash & Vashko, 2016) and was created as a way to fight the destruction of ecosystems and natural resources caused by tourism itself (Dávid, 2011) by following some main principles: “minimize impact; build environmental and cultural awareness and respect; provide positive experiences for both visitors and hosts; provide direct financial benefits for conservation; provide financial benefits and empowerment for local people; and, raise sensitivity to host countries' political, environmental and social climate” (Singh, Dash & Vashko, 2016). Guests value more and more the undisturbed landscapes, the diversity in wildlife – both animal and plants – and clean and unpolluted environments (Dávid, 2011).

Now that we have a clearer idea of what tourists want and what they value the most, it is important to go into how the several destinations reach the tourists and how these same tourists choose their destinations.

A tourism destination is a very complex concept, being composed of several products, services and experiences, managed by a variety of industry stakeholders and often without a defined hierarchy and set of rules (Konecnik, 2007). Within a tourist destination, the responsible part for attracting guests is the destination's brand, in a process that functions as picture of the overall destination, with historical references, as well as national and cultural ones, creating a relationship between all these factors, which results in the development of a single, common and unified view of the destination (Konecnik, 2007).

A destination's brand is the most important part of the destination's marketing plan which makes it one of the hardest things to create and develop (Pike, 2005). Destination brands attempt to connect multiple products that may or may not be related to each other while trying to appeal to different types of costumers, making it an incredibly complex and hard process (Balakrishnan, Nekhili, Lewis, 2011). Destination branding falls into the tourism destination image (TDI), being the factor that makes a tourism destination standout. There are a lot of reasons why destination branding is crucial to the success or failure of a destination since there is a strong relationship between a favorable image and the intention to visit (Leisen, 2001). Ataman and Ülengin (2003) have found that 90 percent of the variations in sales is due to brand image, while only 10 percent can be traced to factors like distribution, advertising or loyalty.

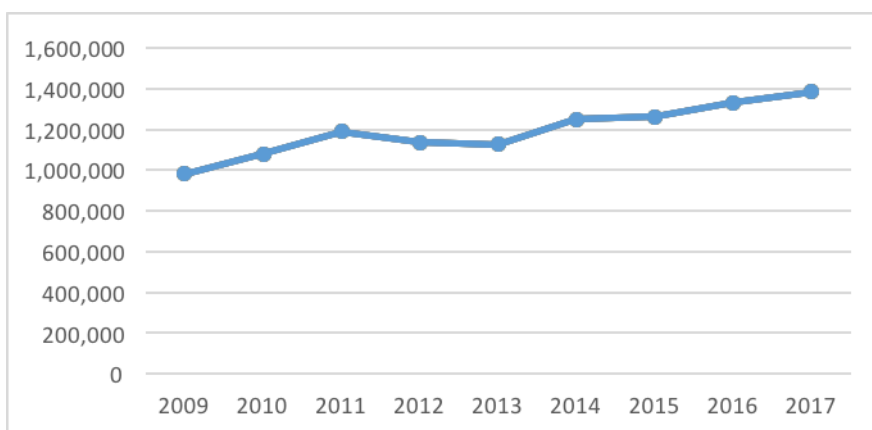
A brand identity should reflect what a destination aspires to become and to stand for. It should set the associations the destination has and wants to maintain while representing the vision of how the destination wants to be perceived by their target audience, helping to establish a relationship between the target audience and the destination, creating a desire to visit (Konecnik, 2007).

2 - Cascais as a tourism destination: Profile Analysis

This project focuses on Cascais, which is a region of Portugal, located within the Lisbon metropolitan area. In the next few pages I will try to identify the relevant characteristics of this municipality area, as well as the motivations to visit and the perception tourists have of Cascais as a tourism destination.

Major Characteristics and destination evolution

In 2017, the municipality of Cascais had a total of 1,4 million night stays in its hotel units and other lodging facilities, reportedly, a total of 535 thousand guests of which 81,72% are foreign guests with an average of each stay of 2,59 days (Cascais municipality data). As of 2016, the Cascais municipality accommodates 59 hotels and lodging facilities with a total of 3616 rooms and 8010 beds (Pordata).



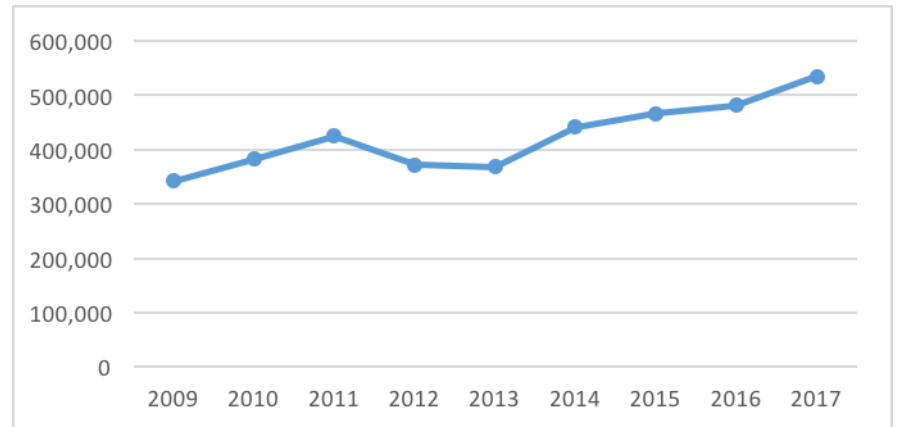
Graph 1 - Total Nights in Hotel and Lodging Facilities

Graph 1 shows the evolution of the total number of nights spent in hotel and lodging facilities in Cascais (Cascais municipality data).

Although the data is only available from 2009 onwards, we can still clearly see that there was an overall increasing pattern, with the number of nights growing steadily throughout the recent years. However, in 2012 and 2013, there were consecutive decreases in the number of nights spent in a hotel unit or other lodging facilities. After 2013, the number has been growing without any other decrease, with 2017 reaching a new high.

A similar analysis can be done for the number of guests booked by the hotel and lodging facilities as a whole – graph 2 (Cascais municipality data). Again, the data only starts in 2009.

This graph confirms the previous one, in a sense that the years in which there are increases and decreases in Graph 1 match the ones in Graph 2. Nevertheless, the decrease in 2012 is much



Graph 2 - Guests per Hotel Facility

steeper in number of guests, meaning there was a bigger decrease in the number of guests than number of nights spent, which might indicate that most guests that came to Cascais that year spent more time, on average, in the destination than in previous years.

On the other hand, the growth felt from 2014 onward shows steeper in the number of guests than in the number of nights, meaning that there were more guests coming to Cascais, but they all spent less time there, on average, than in previous years.

From these two graphs, we can see that the number of guests is a much more volatile metric than the number of nights, meaning that in crises periods the guests that have the financial resources will still choose Cascais and maybe even prolong their average stay (because the hotels are more affordable in that period), while others will choose not to come at all.

Cascais is well known for its beaches and as such, it is important to see what percentage the summer months' account for the total occupancy of the year (Cascais municipality data). In this case, I'm considering summer months from June to September, as in most Cascais area beaches, the bathing season goes on during those months. In graph 3 (Annex 1) we can see that in the older data (2009), the summer months only accounted for less than 40% of the total occupancy of the year. Although there were some decreases along the way (2011 and 2015),

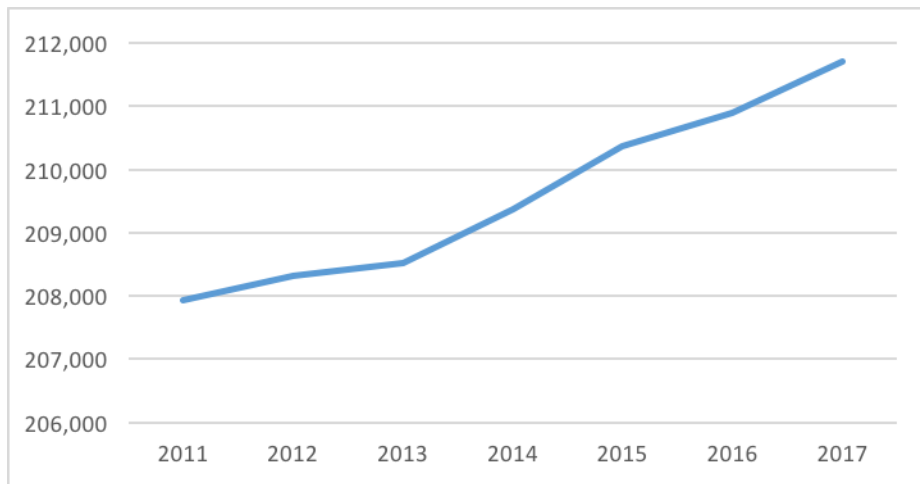
the summer occupancy rate has grown recently over the years, approaching the 50% mark – it reached approximately 47% in 2017.

This shows us that although people value the beaches in Cascais and seasonality has gotten stronger, more and more each year, there are still other factors that attract tourists to Cascais during the rest of the year. One of these activities is golf – that accounted for 21% of all tourists in 2017 – or even surf, which started to attract a lot of younger people to Cascais.

Another important aspect to consider is the number of resident tourists in Cascais. A resident tourist is a person (or people) who currently has a second home outside their primary residence area. These people, spend a great part of the year in their second home (either on work or leisure). Foreigners and Portugal local residents whose main living region is not Cascais and who own a second home in Cascais, spending long periods of time there, should be considered Cascais' resident tourists (UNWTO).

Cascais always had a high number of resident tourists due to its natural beauty, fantastic seaside views and great weather, sophisticated urban center, closeness to Lisbon, great international schools taught in English and great healthcare facilities (both private and public). This trend still remains, with Cascais having had 211 714 resident tourists going in and out of the area during 2017 (this accounts the same person more than once), of which 46% are female and 54% are male. An age analysis reveals the majority of these foreign residents are between 25 and 44 years old, trend that can be seen at least since 2011 (no earlier data).

It is important to notice – graph 4 (data Cascais) – that the number of foreign residents (resident tourists) has always been increasing, at least from 2011, but after 2013 this number increased at a faster rate, slowing down a little after 2015, but still growing faster than in years previous to 2013. This increase can be awarded to the natural beauty of the region, the weather and the popularity of Lisbon/Portugal as a destination and foreign people wanting to live in it



Graph 4 – Total Resident Tourist

or around it. Due to the high concentration of people in Lisbon and the lack of available housing facilities, most of the foreigners opt for the quieter option, Cascais.

This has driven the demand for local accommodation in Cascais, giving room to a new tourist accommodation market besides the traditional hotels, leaving tourists and foreign visitors with more options to choose from when pondering their stay.

Cascais' 12 international schools provide parents with several options to choose from with regards to their children's education, being given the possibility to place them in bilingual schools that teach in English and Portuguese and sometimes even German and Portuguese. The popularity of Lisbon Universities is also attracting a lot of new students looking for new and exciting opportunities. The move from Campolide to Carcavelos of Nova School of Business and Economics, for example, is expected to attract a lot more of international students to Cascais and its several locations, helping to increase the number of resident tourists, as well as the percentage of people in that age range (24 – 44, since these are usually master students or higher degree). Both International Schools and University campuses attract a lot of foreigners, thus these same foreigners will be a very important part of Cascais' promotion, as they will use word of mouth to showcase Cascais to their friends and family.

It is important to note that Cascais has more visitors than the traditional overnight tourists, having, as well, several day visitors during the year. From a study conducted by Observatório de Turismo de Lisboa (Lisbon Tourism Observatory) to 3009 foreign tourists in

the Lisbon Metropolitan Area (2017), 12,8% were staying in Cascais, which means 2623 are possible day visitors. The study found that 70,4 % of all interviewees went to Cascais, meaning that 2118 were in the Cascais municipality, of which 1847 were day visitors (by retrieving the percentage correspondent to the ones already staying in Cascais). This allows us to see, that from all the interviewees 61% become day visitors in Cascais. Thus, approximately 61% of all visitors in the Lisbon Metropolitan Area throughout the year became day visitor in the Cascais municipality. This way, we can see that, for 2017 alone, the total number of tourists (overnight and day visitors) in Cascais will approximately rise to 4.887.386 ($61\% \times 7.135.483 + 534.741$).

The tourist profile, motivations and brand

In order to have a better understanding of the type of tourists visiting Cascais, we should take a look at their motivations, expectations, where the tourists come from and their main characteristics, such as age and whether they travel alone or with someone else.

Starting with where they come from and by looking at graph 5, Annex 2, (Cascais municipality data) we can see that most of them come either from the U.K., Spain or France. Besides these three, that account for most of the tourism, we also see quite a few coming from the Netherlands, Belgium, Sweden and Germany.

From the same study conducted by Observatório de Turismo de Lisboa most tourists, 33,5%, are between 45 – 54 years old, with the next highest category being between 35 – 44 years old, which means most tourists are adults below 55 years old. 93,3% are first comers to the Lisbon Metropolitan Area and 42,5% of all tourists are traveling with a group of friends. Of these tourists, 96,9% went out for dinner, 95,6% went on walks, 92% visited museums and attractions, 81,5% tasted the local gastronomy and wines and 62,5% went to exhibitions. These comprise the top 5 activities tourists chose to do. The beach was also an activity for 53,2% of them, but the nature activities was only chosen by 17,1%.

Another study conducted by Observatório de Turismo de Lisboa (2017) that surveyed 7472 foreigners regarding their motivations in the Lisbon Metropolitan Area, shows that 91,6% come for leisure. Of these 91,6%, 76,1% come for a city & short break and 12,4% for the sun and sea, with only a very small number coming for nature activities (0,04%).

These two studies give us a tourist profile for the Lisbon Metropolitan Area, which includes Cascais, that states that tourists visiting the area have between 35 and 54 years old, traveling with friends and have never been in the area before. Most of these tourists come for leisure and prefer activities such as dining out and tasting the local gastronomy, walking and visiting museums and exhibitions.

Cascais, as every destination, has a brand that tries to set it apart from other tourism locations. Portuguese people probably know Cascais as the village near Lisbon with white sand beaches, however, Cascais has much more to offer. In fact, Cascais also has some very attractive offers when it comes to golf, nature, nautical and business tourism, cultural and landscaping touring and city breaks. Actually, when it comes to culture, Cascais decided to identify specific areas to visit, such as the Museum Quarter, redistributing their tourists per quarter, avoiding overcrowding in the Cultural Village. All of these offers mentioned above compose the touristic products of Cascais. Nevertheless, none of these activities would be possible if not for the great weather in Cascais, making it one of the most important factors in the decision-making process of tourists.

A great part of Cascais' nature tourism falls on a special partnership with the Nature Park Sintra-Cascais, allowing tourists to visit different locations where they can experience all aspects nature has to offer and soak in its values. This area is rapidly growing in the Tourism World, thus representing a very important part of the strategy to improve Cascais as a sustainable tourism destination and upscaling its already well-known brand. Due to its

enormous coastline and the high quality of beaches, the sun and sea traditional tourism segment also represents a very important part of Cascais' attractiveness and brand.

In recent years, Cascais Council has become even more environmentally conscious and developed several policies and strategies that made the municipality area eco-friendlier, dedicated to preserve ecosystems, recuperate buildings and create spaces and activities where local people and visitors can help to preserve and learn about several related topics.

The golfing segment has also been growing in Cascais, with the municipality being part of the Lisbon Golf Coast, that offers more than 20 golf courses, and being elected the best golf destination in Europe (2007 & 2016) by the International Association of Golf Tour Operators (IAGTO). Thus, golf has become a growing market for Cascais, with the municipality giving it its due importance.

When it comes to nautical activities, surf is one of the activities attracting the biggest number of people to Cascais. The Surfing scene in Cascais has been growing for the past several years, offering perfect beaches in the Atlantic Ocean's Coast with several surfing schools. Some of these surf schools created Surf Camps, where surfers can stay at a surfing house with other surfers and enjoy several surf related activities. Another important activity is sailing. The great weather and wind condition in Cascais make it a perfect destination for sailing enthusiasts and experts. In Cascais, they can enjoy strong sea winds all year long and warmer water temperature, unlike some locations that do not have winds in the summertime, making Cascais an ideal location for summer races.

Regarding the other activities, and some of the previous ones as well, Cascais has several partnerships with local companies that give tourists a lot of options when it comes to spending their free time in Cascais. These companies offer options in nautical sports and activities, walks around the village and the Nature Park Sintra-Cascais, cultural tours in the village – to get to know its history –, city breaks to Lisbon and other destination not too far

from Cascais and even a lot of option of activities to do with children. Cascais also provides a lot of facilities designed to host meetings and conferences.

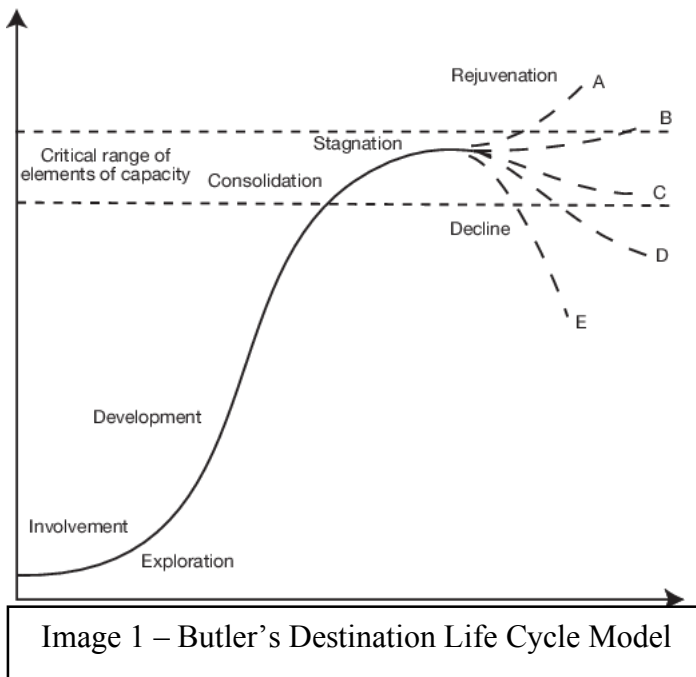
Currently, Cascais has a slogan that praises its coast and its weather: “Cascais: The Charm of the Atlantic Coast”. This slogan reflects the intrinsic values of Cascais as a destination, giving the tourist an idea of what to expect. But this is not all, they enhance the message to the guests by having a second slogan “Come for the Peace and Quiet. Stay for the many Cultural Attractions”, giving them a sense that it is a very good destination to relax, but has many other attractions for them to experience.

This way, Cascais is looking at a segment of people who want a relaxing destination, but not monotonous places. Meaning, they want to be in a relaxed environment where there is a lot of activities to do, either alone, with friends or family.

These are all the products Cascais has to offer to its foreign and local visitors and residents, making it mostly a destination of sun and sea, with a lot of nature to explore, perfect for families, as well as a perfect destination for golfers, surfers and sailors.

3 - Destination Life Cycle Model and Critical Range of Capacity

If we go back fifteen years, Cascais was a completely different municipality than what it is today. The tourism in the municipality and the village was growing, but Cascais only offered what they naturally had, not having, at the time, the necessary infrastructures to improve the destination and to prevent potential future overtourism. This way, if Cascais had not made changes, it probably would've reached the critical range of capacity, meeting their tourism carrying capacity, which would force the destination to, most probably, go into a decline period. However, Cascais council and main industry stakeholders were proactive and decided to implement several strategies and policies (presented in the next section), preventing the problem from happening.



Thus, in this section, I'm going to look at the different life cycle phases for a tourism destination and its characteristics and try to understand in which one Cascais is currently in (Annex IV), knowing that without these recent innovations it would've declined.

According to Butler (1980), the life cycle model has 5 main stages

(image 1): exploration, involvement, development, consolidation and stagnation. After Stagnation is reached, one of 5 additional and different stages can happen: rejuvenation (A), the destination grows rapidly again; reduced growth (B), as the name indicates it grows again, but at a slower pace; stabilization (C), keeping constant the current number of visitor; decline (D), in which the number of visitor starts to decline; and immediate decline (E), in which the number of visitor drops abruptly.

By having a quick look at the characteristics (Annex IV) of the first two stages – Exploration and Involvement – we can see that Cascais is clearly no longer in either one of these stages, since Cascais does not have a small number of tourists nor does it not have specific accommodation for tourists, ruling out for sure the Exploration stage. The Involvement stage is where all the arrangements start to emerge and organizations start to pay attention to the destination. Cascais already has very well defined accommodation locations and is working with several organizations, ruling out this stage as well.

The Stagnation phase is characterized mainly by a full stop in the growth rate of tourists, meaning the numbers stay constant from year to year and, as shown in a previous section, this is not the case for Cascais, where the number of tourists keeps increasing.

The remaining two phases – Development and Consolidation – is where the lines start to get blurry when it comes to Cascais. Starting with the Development phase, it is clear that tourists are a priority in Cascais, with several events and attractions designed for them. We also see a very well defined market, with a clear message of what Cascais wants to transmit and several organizations dedicated solely to hospitality and tourism, having also a very strong advertising presence, both the municipality tourism department and the local organizations in charge of the tourism activities. Cascais also has a very high number of visitors in the summer (its peak season), surpassing the locals. This means that Cascais checks all the points required to be in the Development stage.

When it comes to the Consolidation stage, Cascais has some of the points required by Butler to be in it, such as strong dependence on tourism for its local economy and social life and the fact that organizations and authorities have already started to conduct investments in infrastructures, landscape improvements, and even new attractions. On the other hand, it also fails to meet other requirements, such as a slowdown in tourist growth rate and a constant higher number of tourists than local residents.

This analysis leads me to conclude that Cascais is in the late Development stage, but rapidly approaching or already imitating the so-called Butler's Consolidation stage, since it has all the markers of the Development stage and already some of the Consolidation stage.

4 - Eco-friendly Policies and Strategies Implemented by Cascais

In this section, I will try to list and explain some of the policies and strategies, that were first originated from the Agenda 21 agreement – a document stating ecological and sustainable changes that needed to be made around the Globe –, adapted and further developed by the Cascais Municipality Council in the last 13 years. All these policies and strategies are Eco-friendly, meaning they aim at improving the natural environment, preserve biodiversity in the area or even create new activities for people to do in nature, as a way to improve the way of

life of Cascais as well as appeal to local residents and tourists looking for more sustainable destinations. Table 2 presents some of the strategies and policy measures implemented by Cascais in the prevention of the Decline stage and overtourism.

2005	Restoration of the 3km of Sea Wall in the municipality of Cascais. The Sea Wall existed for quite some time before 2005, but it was not in good condition for people to be able to enjoy it. This measure allowed both locals and tourists to enjoy the view of the sea while walking, and tourists and visitors to take advantage of natural conditions all year round.
2006	Increase in the number of pedestrian corridors throughout the municipality area. Allowing people to walk freely in Cascais urban and seaside areas.
	BiCas initiative. The first year of the BiCas initiative, in which people can rent bikes from several specific posts throughout the municipality area, giving them the opportunity to visit the village while doing some exercise. This had no cost until 2016.
2007	Clean Up the Atlantic initiative. Coastal and underwater cleaning initiative of the Cascais' Bay and coastal shoreline. It's promoted by the Municipality Council and open to volunteers.
2009	Visitation and Communication Strategies of the Sintra-Cascais Natural Park. Implementation of a visitation plan integrated into a network system of equipment and infrastructures to support the visitor that obey to a route philosophy throughout different places of interest for the interpretation of the landscape and its natural values. (PECAC)
2010	Reforestation with native species of the surrounding green spaces.
	Creation of a protected marine reserve.
	Authorization of bicycle circulation on the Seawall. Bicycles started to be allowed in the Seawall, but only between 6 pm and 10 am, and never on the weekends.
2013	Inauguration of Pedra do Sal Center for Environmental Interpretation. Open to locals and visitors, it focuses on the environmental education, benefiting from the biophysical diversity generated from the encounter of land and sea and the scenic richness of the surrounding area.
	The opening of the Butterfly Garden João Pedro C. da Conceição, in the urban park of Quinta da Rana. This butterfly garden is an opportunity for people to see several species of butterflies in one place.
	Renaturalization of the Sintra-Cascais Natural Park.

2016	Forest management of Quinta do Pisão. A farm where you can see how life is like in a true farm, dedicated to agriculture, forestry, and dairy farming. A variety of wild life can also be observed. Especially interesting for children.
	Requalification for the Crismina's dune system and coastal shoreline.
	Strategy for the implementation of naturalized parks and green zones and adaptation of existing ones.
	Use of wastewater for green spaces irrigation.
2017	Rehabilitation of Nossa Senhora da Luz' Fortress.
2018	"War on Plastics" initiative, where the Municipality Council is trying to reduce plastic use in its facilities and among its employees.
	Usage of biodegradable cups in Municipality Council events. Started in this year's "Festas do Mar".
	Rehabilitation of Santo António da Barra's Stronghold.

5 - Tourists Perception of the Policies and Strategies

In this section I will analyze the results from the survey presented to the tourists (annex V), highlighting some of their answers and giving a broad interpretation of what it means for Cascais as a tourism destination.

From all the respondents, 56,7% had never been to Cascais, while 43,3% had already been there before. The motivations ranged between the beach (for both), the vibe (both), the seas views (both), proximity to Lisbon (first-time comers), work (repeaters) and even wanting to move to Cascais (repeaters).

The first-time comers said Cascais was a beautiful and nice beach village, although a bit expensive. Despite most (94,1%) not having any information regarding environmental or nature related issues being addressed in Cascais, 41,2% of these people were happily surprised with Cascais, 52,9% state Cascais met their expectations and 5,9% think Cascais was a letdown.

The people returning to Cascais had all been there less than 5 years ago. They had a previous image perception of Cascais as a bit worn down, with lots of tourists, while still

thinking Cascais was a beautiful, clean, rich village with a relaxed environment. 84,6% of these people did not know of any environmental/nature issues being addressed, with only 15,4% knowing about it. When asked if these types of issues were already being addressed last time they visited, 69,2% couldn't remember or didn't know, while only 23,1% said yes and 7,7% said no. Most of these people (84,6%) found Cascais what they already expected, with only 15,4% being happily surprised.

The respondents were asked to rate some initiatives in Cascais, from 1-10. The creation of a protected marine reserve was unknown to 46,7%, but the ones who knew it rated it mostly 10 (20%); The BiCas project was unknown to 36,7%, the majority of the respondents rated the initiative at 8 (20%); The Clean up the Atlantic project was unknown to 36,7%, the remaining majority rated it 10 (33,3%); The Requalification of the Coastal shore was unknown to 46,7%, the majority rated it 7 and 9 (13,3% each); The Renaturalization of the Sinta-Cascais Nature Park was unknown to 40%, the remaining majority rated it 9 (20%); lastly, the creation of Seawalls along the shore and increase in the number of pedestrian corridors was unknown to 33,3%, with the majority rating it 8 (23,3%). The creation of Seawalls was the initiative with more disparity, exhibiting quite a few votes in the lower range (3 and 4 mostly).

Following this, they were asked to rate the municipality in several aspects. The results are: cleanness of their spaces – 8 (33,3%); the amount of places for pedestrians to walk and know the city – 8 (50%); the amount of eco-friendly initiatives – 7 (26,7%), but with a lot of disparity throughout the other values (both low and high); the amount of ecological matters being addressed – 5 (16,7%), presenting a lot of disparity ; the rehabilitation &/or improvement of different areas and spaces for public use – 5/7 (20% each); lastly, as a destination concerned with environmental protection and the preservation of nature – 7 (23,3%).

When asked to recall some ecological or nature related measure the respondents did not remember or know any measures. Most people (53,3%) were not influenced by these types of

measures when choosing to visit Cascais, with 40% saying they influenced them positively and 6,7% saying it influenced them negatively. Nevertheless, 83,3% believe these types of measures are a positive feature for a destination.

Some positive aspects stated by the respondents are the bikes initiative, the easy public transportation accessibility, the focus on historical heritage and the high effort in protecting the beaches and overall municipality cleanness. Some of the negative points stated are too many cars in the urban village center, the beach water not being so clean sometimes and the lack of information regarding eco-friendly initiatives. Some respondents suggested better marketing of these policies in a fun and engaging way, further development of the bike/electric scooter sharing system, investment in aquaculture initiatives and more maintenance and modernization. Overall, 86,7% of the respondents would still recommend Cascais as a sustainable tourism destination.

6 - Conclusions

I believe the main problem uncovered by the survey is the lack of information targeted to foreign tourists and visitors. Most of them are not aware of the several eco-friendly initiatives, giving them a less than true idea of Cascais as a sustainable destination, however, once they've learned about some of the policies, they do believe and rate Cascais to be a sustainable destination. Hence, Cascais should invest primarily in a marketing and communication plan showcasing to resident and general tourists, international and domestic, the several initiatives being implemented in the past years by the Cascais Council and other stakeholders to help Cascais grow as a "green" destination and become more sustainable.

Another important measure would be to implement a broader survey to tourists and day visitors in order to get their insight into what new eco-policies or eco-strategies they believe would make Cascais a more sustainable tourism destination. This new survey should be in place for about 5 to 10 years.

However, despite the lack of information with regards to eco policies and strategies, according to tourists, Cascais still manages to attract more and more tourists each year, leading me to conclude that, although not in a direct way, these policies play a very important role in the development of Cascais as a destination, and will be decisive to create conditions to attract tourists and sustainably manage the increasing number of visitors.

Thus, my advice is for Cascais to make use of the ETIS tools, as a way to connect all their policies and have better sustainable management of the destination as a whole, by aligning the Municipality Council interests with the stakeholders' interests. Particularly, ETIS Destination Management tools, such as: Sustainable Tourism Public Policy (A1), that allows to see the percentage of the destination with a sustainable tourism strategy/action plan; and Information and Communication (A4), allowing to see the percentage of visitors that are aware of the destination's sustainability efforts. As well as Environmental Impact tools, such as the Climate Change (D2), allowing to see the percentage of tourism enterprises that are involved in climate change mitigation and even the Social and Cultural Impact tools, such as the Community/Social Impact (C1) that shows the number of tourists per 100 residents and might prove fundamental in preventing overtourism.

7 - Limitations

Some of the limitations of this Work Project are the reduced number of respondents (only 30), due to time constraints, and lack of data for older time periods.

8 - References

- "A Equipa", (2018). Marca Cascais. Available at: <http://aequipa.com/cascais/>
- Visit Cascais, (2018). Available at: <https://visitcascais.com/>
- Ataman, B. and Ülengin, B., (2003). "A note on the effect of brand image on sales", *Journal of Product & Brand Management*, Vol. 12 No. 4, pp. 237-50.

Budeanu et. al, (2016). “Sustainable tourism, progress, challenges and opportunities: an introduction”, Journal of Cleaner Production, Volume 11, Part B, 285-294. <https://doi.org/10.1016/j.jclepro.2015.10.027>

Butler, R. (1980). The Concept of a Tourist Area Cycle of Evolution: Implications for Management of Resources. Canadian Geographer 24:5-12.

Casimiro, Elsa., Gomes, Ana., Almeids, Sofia., (2010). Plano Estratégico de Cascais face às Alterações Climáticas (PECAC)

Dagher, Grace K., Itani, Omar & Kasar, Abdul Nasser (2015). “The Impact of Environmental Concern Attitude on Green Purchasing behavior: Gender as The Moderator”

Data Cascais, (2018). Home | Cascais Data. Available at: <https://data.cascais.pt/>
Data provided by the Municipality of Cascais (Cascais municipality data in text)

Goodwin, H. (2017). “The Challenge of Overtourism”. Responsible tourism partnership working paper 4. October 2017. Available at: <http://haroldgoodwin.info/pubs/RTP'WP4Overtourism01'2017.pdf>

Hedlund, T., (2013). “Tourists' vacation choice structure: Influence of values and implications for green tourism” (Doctoral dissertation, Umeå universitet).

Koens, K., Postma, A. and Papp, B., (2018) “‘Overtourism?’ Understanding and Managing Urban Tourism Growth beyond Perceptions”, UNWTO. Executive summary available at: <https://www.e-unwto.org/doi/pdf/10.18111/9789284420070>.

Leisen, B. (2001), “Image segmentation: the case of a tourism destination”, Journal of Services Marketing, Vol. 15 No. 1, pp. 49-66.

Leonidou, L. C., Leonidou, C. N., & Kvasova, O. (2010). “Antecedents and outcomes of consumer environmentally friendly attitudes and behavior”. Journal of Marketing Management, 26(13-14), 1319-1344. <http://dx.doi.org/10.1080/0267257X.2010.523710>

Dávid, L., (2011),"Tourism ecology: towards the responsible, sustainable tourism future", *Worldwide Hospitality and Tourism Themes*, Vol. 3 Iss 3 pp. 210-216.
<http://dx.doi.org/10.1108/17554211111142176>

Konecnik, M., (2007), "Tourism destination brand identity: The case of Slovenia".

Manakotla, K., & Jauhari, V. (2007). "Exploring consumer attitude and behavior towards green practices in the lodging industry in India". *International Journal of Contemporary Hospitality Management*, 19 (5), 364-377.
<http://dx.doi.org/10.1108/09596110710757534>

McEachern, M., & McClean, P. (2002). "Organic purchasing motivations and attitudes: are they ethical?". *International Journal of Consumer Studies*, 26(2), 85-92.
<http://dx.doi.org/10.1046/j.1470-6431.2002.00199.x>

Balakrishnan, M.S., Nekhili, R., Lewis, C., (2011)."Destination brand components", *International Journal of Culture, Tourism and Hospitality Research*, Vol. 5 Iss 1 pp. 4-25.
<http://dx.doi.org/10.1108/17506181111111726>

Mostafa, M.M. (2007). "Gender differences in Egyptian consumers' green purchase behavior: the effects of environmental knowledge, concern and attitude", *International Journal of Consumer Studies*, 31 (3), 220-229. <http://dx.doi.org/10.1111/j.1470-6431.2006.00523.x>

Obersvatório de Turismo de Lisboa, (2017). Inquérito às Atividades dos Turistas e Informação. Região de Lisboa

Obersvatório de Turismo de Lisboa, (2017). Inquérito Motivacional. Região de Lisboa

Francis, J. Overtourism. What is overtourism and how can we avoid it. [responsibletravel.com](https://www.responsibletravel.com/copy/what-is-overtourism). Available at: <https://www.responsibletravel.com/copy/what-is-overtourism>

Pike, S. (2005),"Tourism destination branding complexity", *Journal of Product & Brand Management*, Vol. 14 Iss 4 pp. 258-259. <http://dx.doi.org/10.1108/10610420510609267>

Pizam, A. (2009). "Green hotels: A fad, ploy or fact of life?", *International Journal of Hospitality Management*, 28 (1), 1.

Pordata Website. Available at: <https://pordata.pt>

Ryan, C., (2015). "Trends in hospitality management research: a personal reflection", *International Journal of Contemporary Hospitality Management*, Vol. 27 Issue: 3, pp.340-361, [https:// doi.org/10.1108/IJCHM-12-2013-0544](https://doi.org/10.1108/IJCHM-12-2013-0544)

Singh, S., Dash, T.R., and Vashko, I. (2016) "Tourism, ecotourism and sport tourism: the framework for certification", *Marketing Intelligence & Planning*, Vol. 34 Issue: 2, pp.236-255. [https:// doi.org/10.1108/MIP-09-2014-0180](https://doi.org/10.1108/MIP-09-2014-0180)

Surf Cascais, (2018). Available at: www.surfcascais.com

The European Tourism Indicator System (2016): ETIS toolkit for sustainable destination management. Available at: <http://uni-sz.bg/truni11/wp-content/uploads/biblioteka/file/TUNI10015968.pdf>

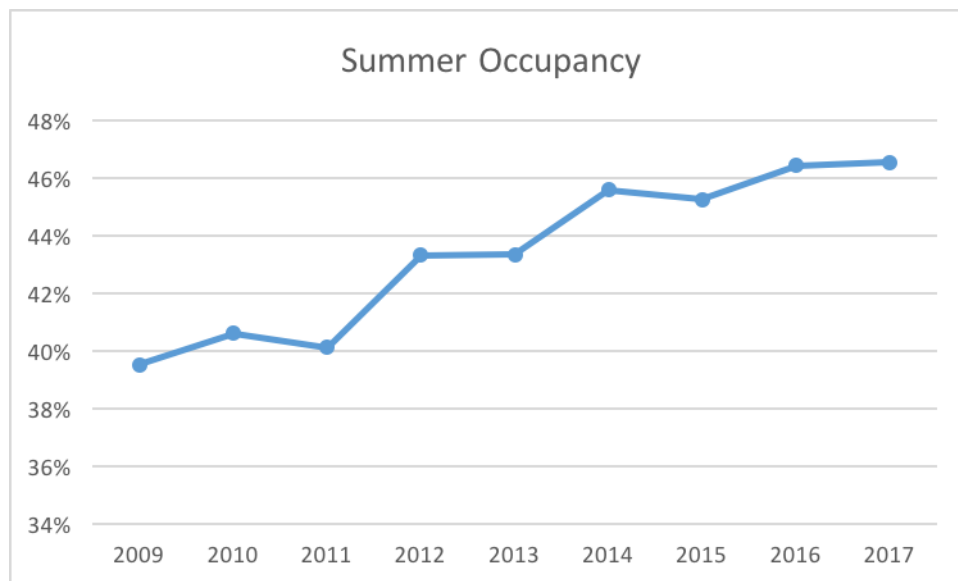
United Nations World Tourism Organization Website (UNWTO)

Virtual Tourism Observatory. Ec.europa.eu. (2018). Country Fact Sheet - Growth - Internal Market, Industry, Entrepreneurship and SMEs - European Commission. [online] Available at: [https://ec.europa.eu/growth/tools-databases/vto/country-fact-sheet?geo=PT&limit_tourism_arrivals=1000&time=2017&limit_tourism_nights=1000 +](https://ec.europa.eu/growth/tools-databases/vto/country-fact-sheet?geo=PT&limit_tourism_arrivals=1000&time=2017&limit_tourism_nights=1000)

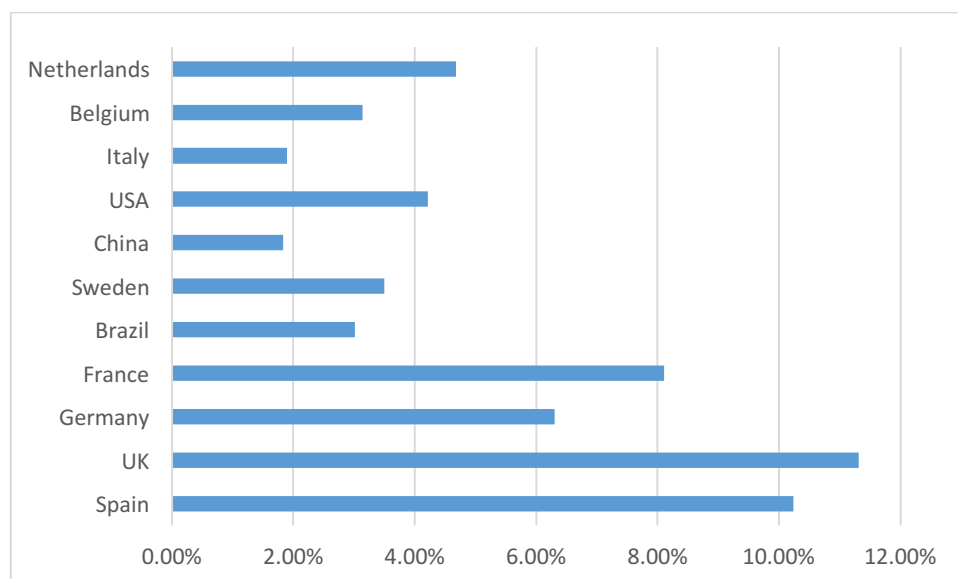
Zimmermann, J & Straub, M. (2017). "Providing sustainable innovations in the hospitality industry. An empirical study of the importance of sustainability in a hospitality context: Merging significant theories to determine the motifs of pro-sustainable booking behavior."

9 - Annex

Annex 1 – Graph 3: Summer Occupancy



Annex 2 – Graph 5: Foreign Tourist 2017



Annex 3 – Table 1: Life Cycle Model phases and main characteristics

Phase	Characteristics
The Exploration Stage	<ul style="list-style-type: none"> • Small number of tourists – the “explorers” • Individual travel arrangements • Irregular visitation patterns • Exploring the area on their own • No specific accommodation facilities
The Involvement Stage	<ul style="list-style-type: none"> • Number of visitor increases and gains some regularity • Locals starting to provide accommodation primarily or exclusively for visitors • Organizations start to emerge and tourist travel arrangements can be expected • Tourist reason starts to develop
The Development Stage	<ul style="list-style-type: none"> • Tourists become a priority • Tourist markets start to be well defined • Strong advertising emerges (natural and cultural attractions mostly) • In peak season the number of visitor can exceed the number of residents and locals
The Consolidations Stage	<ul style="list-style-type: none"> • Slow down in the growth rate of the number of tourist • Tourists exceed residents in the region • The local economy and social life depend heavily on the tourism industry

	<ul style="list-style-type: none"> • Authorities & organizations invest in infrastructures, landscape improvements and new attractions to decrease seasonality
The Stagnation Stage	<ul style="list-style-type: none"> • Number of visitor stops increasing and remains constant • Resource usage by tourist surpasses acceptable limits, leading to environmental and social consequences.

Annex 4 – Survey presented to the tourists

Survey:

Hello, my name is Rui Valoura Gonçalves and I'm a master student at Nova School of Business and Economics doing a master thesis about tourism in Cascais and the preferences of tourists.

I only ask a few minutes of your time to answer this survey. Thank you.

*Mandatory

1. Is this your first time visiting Cascais? *

Yes (go to question 2)

No (go to question 6)

If yes

2. What made you want to visit Cascais? *

3. What was the perception you had about Cascais as a destination before visiting it? *

4. Did you have any information regarding environmental issues and nature preservation and protection issues in Cascais before your arrival? *

Yes

No

5. After finishing your visit, did Cascais as a tourism destination meet the expectations you previously had? *

Yes, it was what I expected

No, I was happily surprised with what I found. It exceeded expectations

No, I was unhappily surprised with what I found. It was a let down

skips to question 12

If no

6. What made you want to come back to Cascais? *

7. How long ago did you visit Cascais? *

more than 10 years ago

between 10-5 years ago

less than 5 years ago

8. What was the perception you had from Cascais the last time you visited? *

9. Did you have any information regarding environmental issues and nature preservation and protection issues in Cascais before your arrival? *

Yes

No

10. Were these types of measures already being implemented the last time you visited Cascais? *

Yes

No

I don't know/ I don't remember

11. After finishing your visit, did Cascais as a tourism destination meet the expectations you previously had? *

Yes, it was what I expected

No, I was happily surprised with what I found. It exceeded expectations

No, I was unhappily surprised with what I found. It was a let down

Skips to question 12

12. Did you know in the last 10 years Cascais implemented a series of public policies and measures to improve the environment and preserve the natural spots and biodiversity of the Village – eco-friendly measures? *

Yes

No

From the following public policies and measures, which ones did you know of? Rate them according to importance, from your perspective. (rate 0 if you didn't know them)

13. The creation of a protected marine reserve *

not important 0 1 2 3 4 5 6 7 8 9 10 very important

14. The BiCas project (a project where you can rent bikes throughout the city) *

not important 0 1 2 3 4 5 6 7 8 9 10 very important

15. The Clean up the Atlantic project (a project to clean the ocean so you can enjoy cleaner beaches) *

not important 0 1 2 3 4 5 6 7 8 9 10 very important

16. The requalification of the coastal shore *

not important 0 1 2 3 4 5 6 7 8 9 10 very important

17. The Renaturalization of the Sintra-Cascais Natural Park.

not important 0 1 2 3 4 5 6 7 8 9 10 very important

18. The creation of seawalls along the shore and increase in number of pedestrian corridors so people can walk freely *

not important 0 1 2 3 4 5 6 7 8 9 10 very important

From your visit, how would you rate (from 1 to 10) Cascais on the following topics:

19. Cleanness of their spaces (gardens, beaches and overall public spaces) *

not clean 1 2 3 4 5 6 7 8 9 10 extremely clean

20. The amount of places for pedestrians to walk and get to know the Village (sidewalks, pedestrian corridors) *

no places at all 1 2 3 4 5 6 7 8 9 10 a lot of places

21. Initiatives too visit the Village that are eco friendly (walking tours, bike tours, etc) *

no initiatives 1 2 3 4 5 6 7 8 9 10 a lot of different initiatives

22. The amount of ecological matters being addressed *

did not see any
ecological matter
being addressed

1 2 3 4 5 6 7 8 9 10

a lot of ecological
matters are being
addressed

23. The rehabilitation &/or improvement of different areas and spaces for public use *

nothing is being
done

1 2 3 4 5 6 7 8 9 10

a lot of spaces are
being recuperated
for different used

24. As a destination concerned with environmental protection and the preservation of

nature? *

not at all concerned 1 2 3 4 5 6 7 8 9 10 extremely concerned

25. Can you recall any type of ecologic or nature related measures (protection of biodiversity and nature) that you were informed of or any ecological/nature related places that you could visit? If yes, which one(s) *

26. Did the policies/activities you found with regards to environmental protection and preservation of nature influenced your opinion of the destination? *

Yes, they were a positive point for me. I liked the different initiatives.

Yes, they were a negative point for me. The initiatives were weak, I expected more.

No. They did not influence me.

27. Do you believe this types of measures and attraction are a plus in a destination? Do you taken into consideration when choosing a destination? *

Yes

No

28. What do you consider to be the most positive and negative points in regards to environmental protection and nature preservation aspects in Cascais? *

29. What suggestions do you have to further improve and make Cascais more sustainable? *

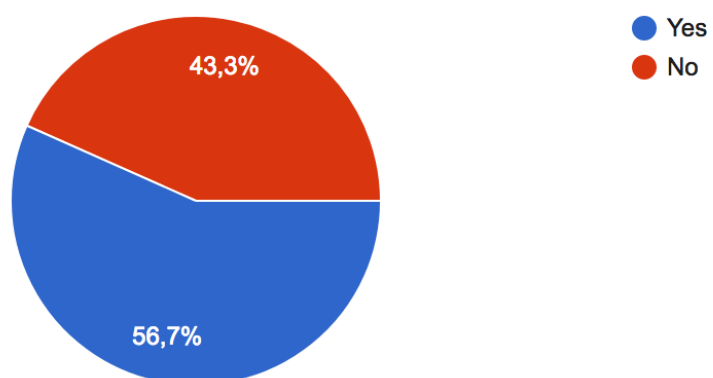
30. Would you rate and recommend Cascais as environmentally sustainable tourism destination? *

Yes

No

Annex 5 – Some Results

Question 1



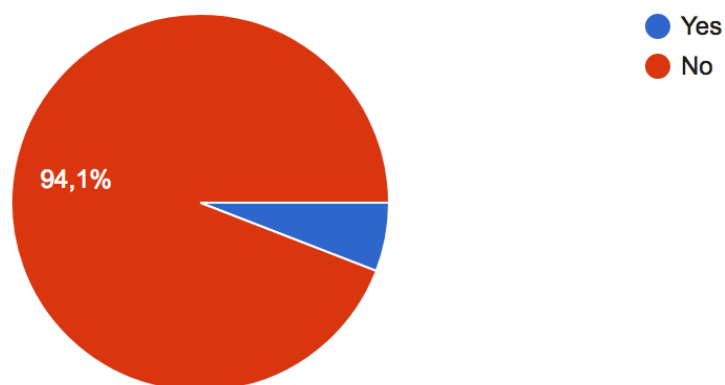
Question 2

Beach
Good view to see the sea
beach
Suggested by a friend
have friend that lives nearby
I came with a friend that works here.
City trip to Lisbon; a friend suggested to also visit Cascais for a day.
proximity to lisbon
staying in lisbon wanted to see the coast
Do a daytrip from Lisboa to the Atlantic Ocean, walk to/along the beach
recommendation
Meeting

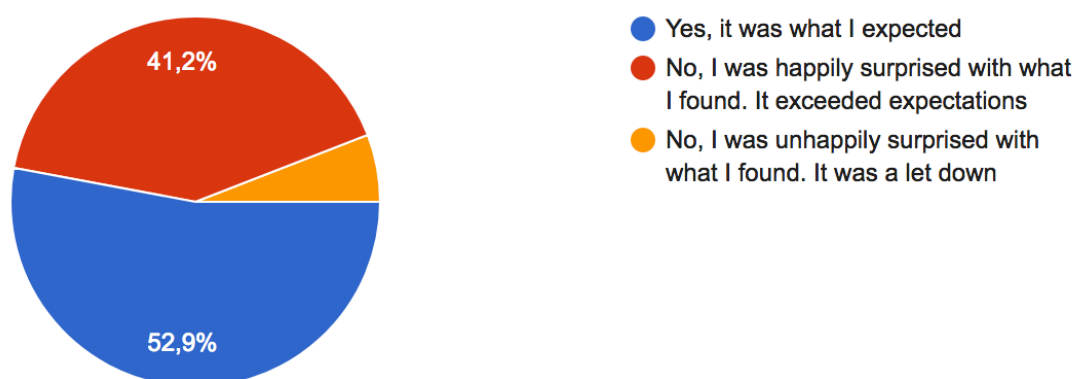
Question 3

small and nice beach town
Expensive beach location
No idea
didnt have one, never been here before
I didn't know anything before come.
Nice coastal town.
tranquilidade, bom clima e boa qualidade de vida
very nice
Beach coastal area
old fisher town, now a major destination for people from Lisboa to spend a day at the beach. Also many (rich) commuters to Lisboa live here.
a seaside resort

Question 4



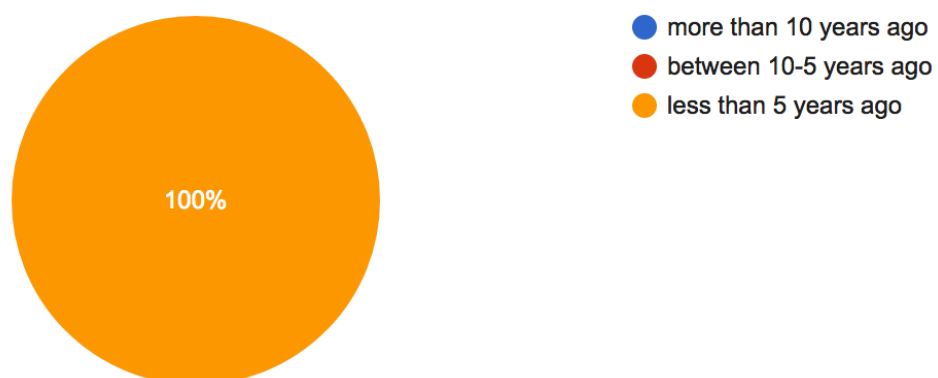
Question 5



Question 6

beach
The chill vbe
the city is nice and relaxing
Nice downtown and beaches close to Lisbon
Fun and elegant beach scene
Beach
work
move here
Friends that live close by
Fell in love with the place
THE BEAUTY AND RELAX ATHMOSPHERE
Friendly people and amazing beaches

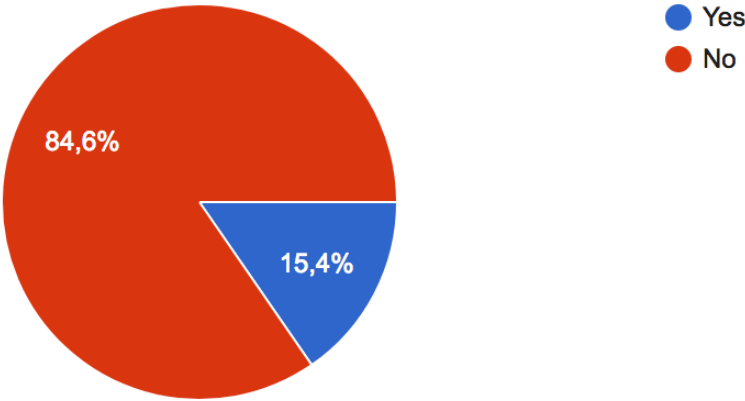
Question 7



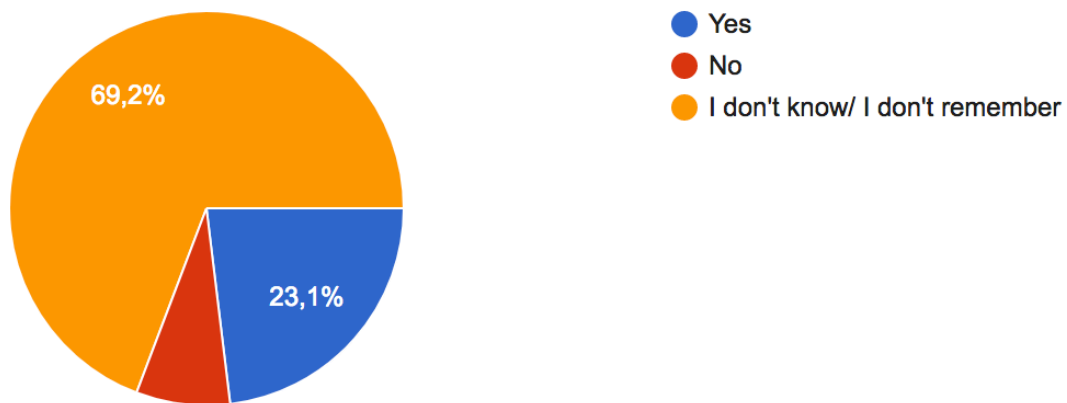
Question 8

Beach town, cute, a bit worn down
More touristy than before
tidy and rich city
Relax, sunny
Reminds me of the Hamptons in New York - poshy beach community
Very pretty but expensive
pretty, touristy
beautiful
Beach vibe, rich neighborhood, clean
tranquil and pretty place. Welcoming people. Nice restaurants.
VERY NICE AND AUTHENTIC
Very clean city, with many touristic attractions and events

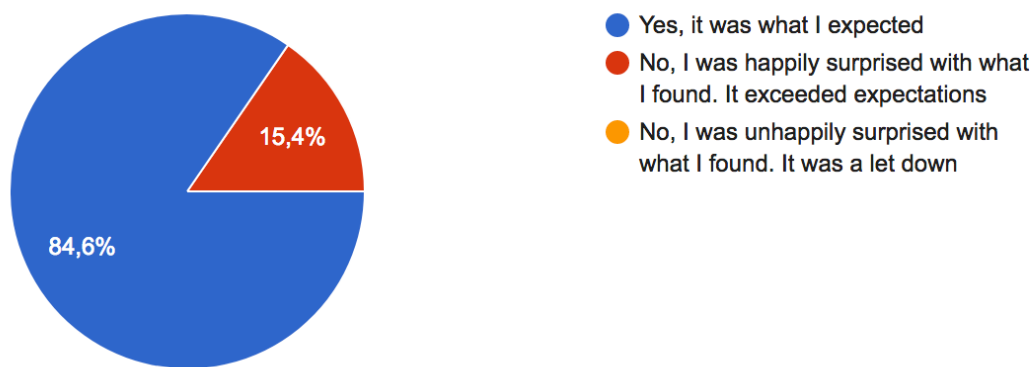
Question 9



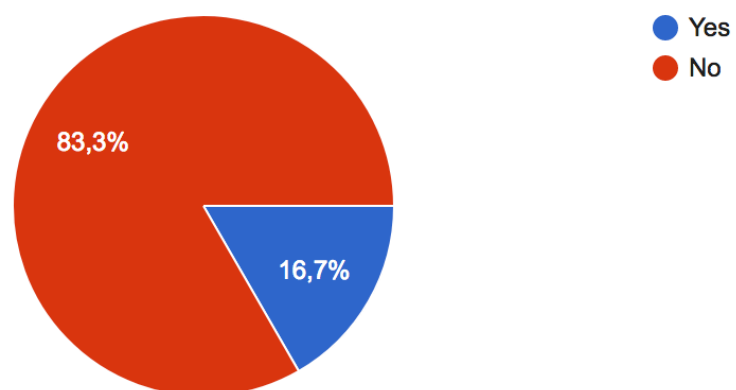
Question 10



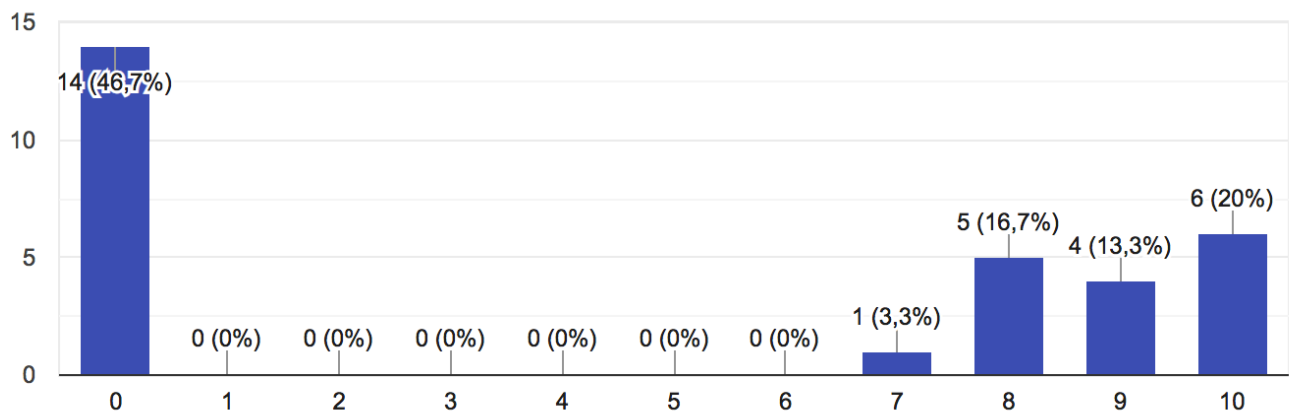
Question 11



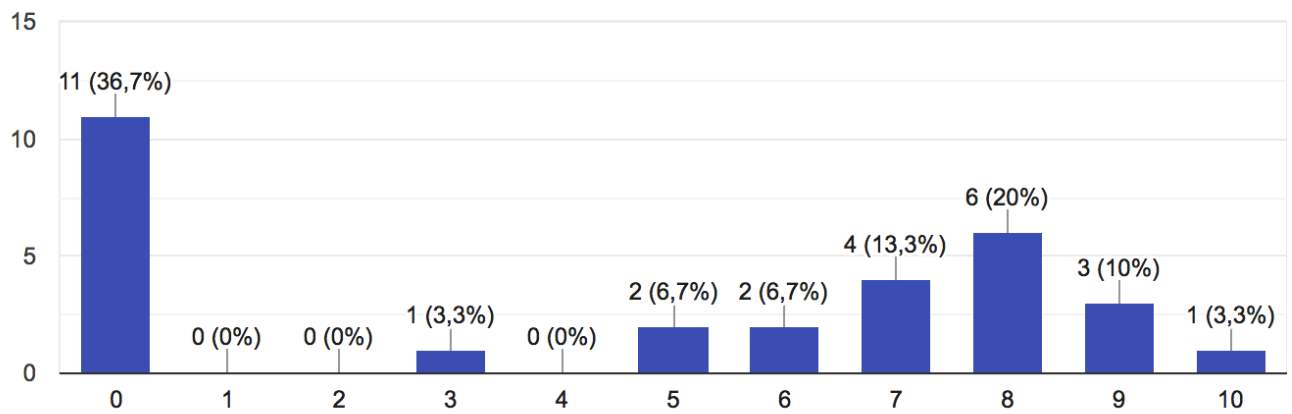
Question 12



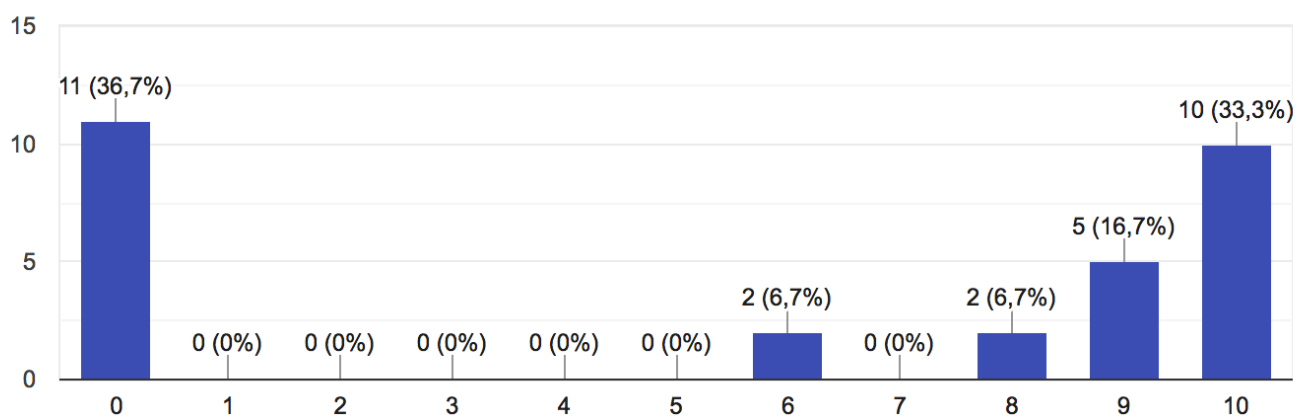
Question 13



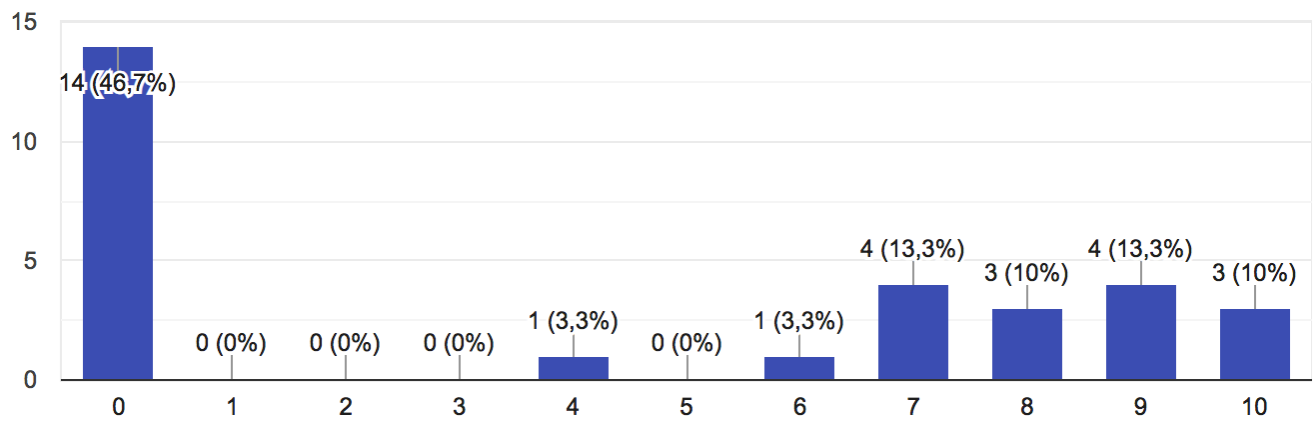
Question 14



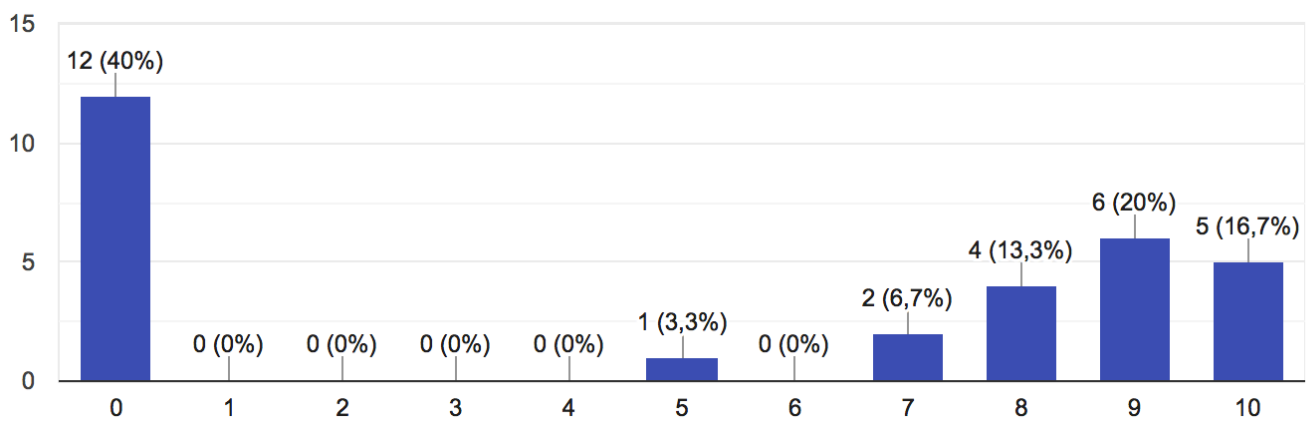
Question 15



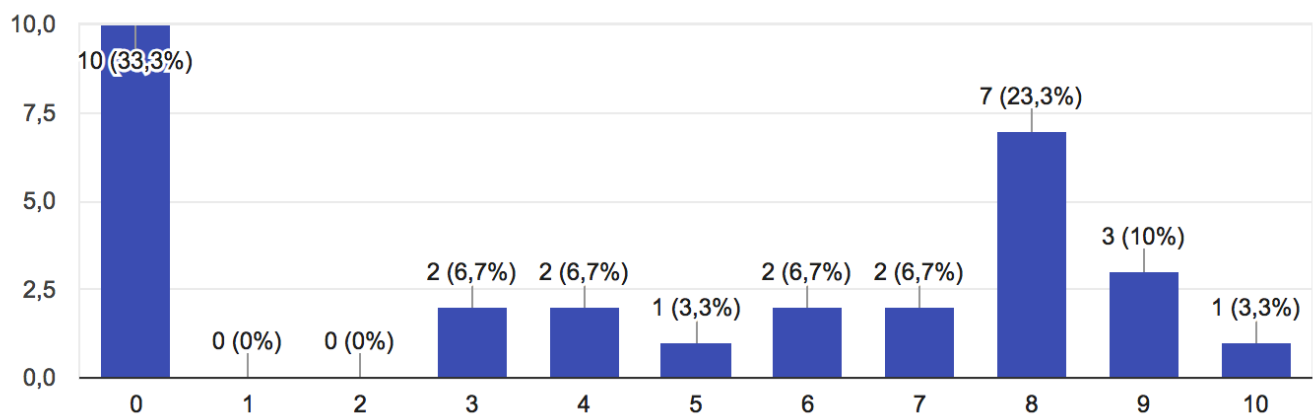
Question 16



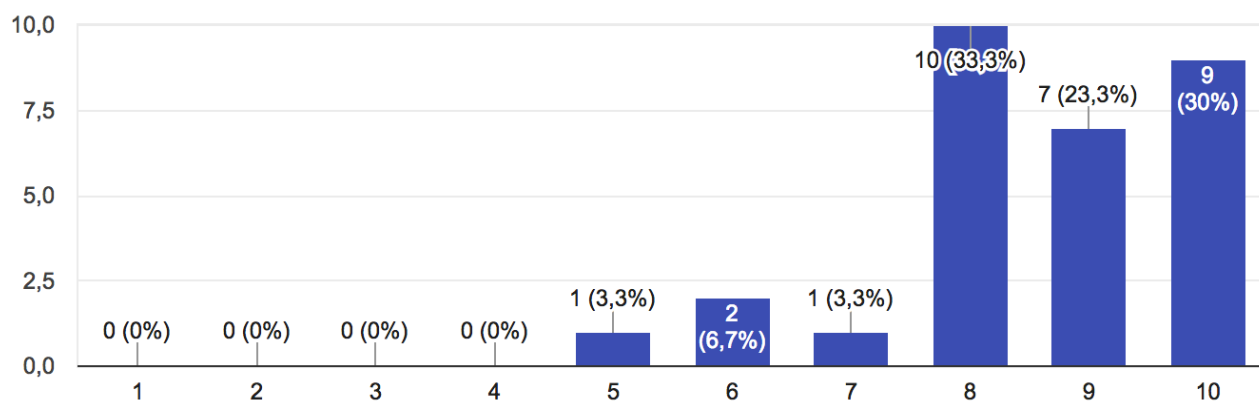
Question 17



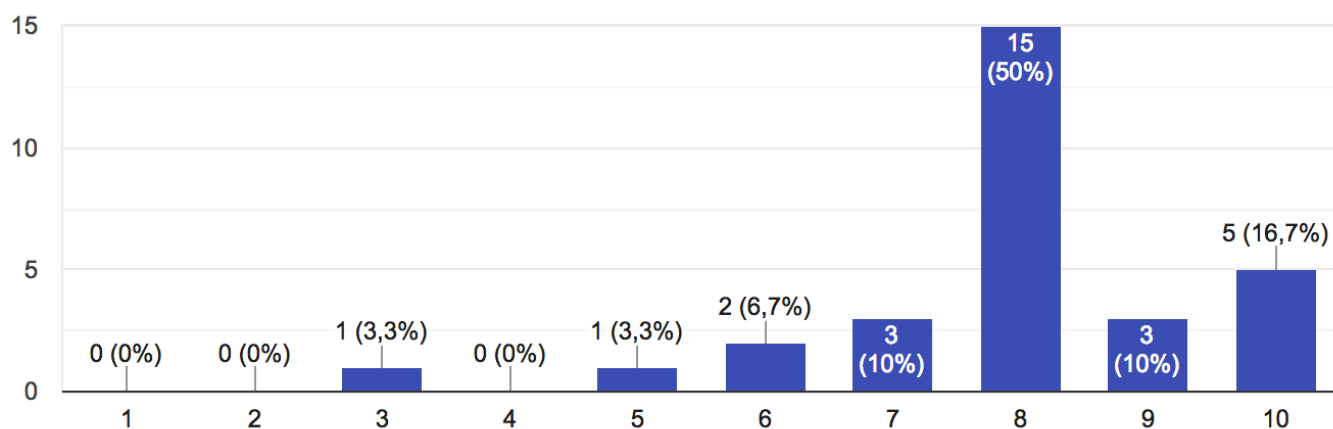
Question 18



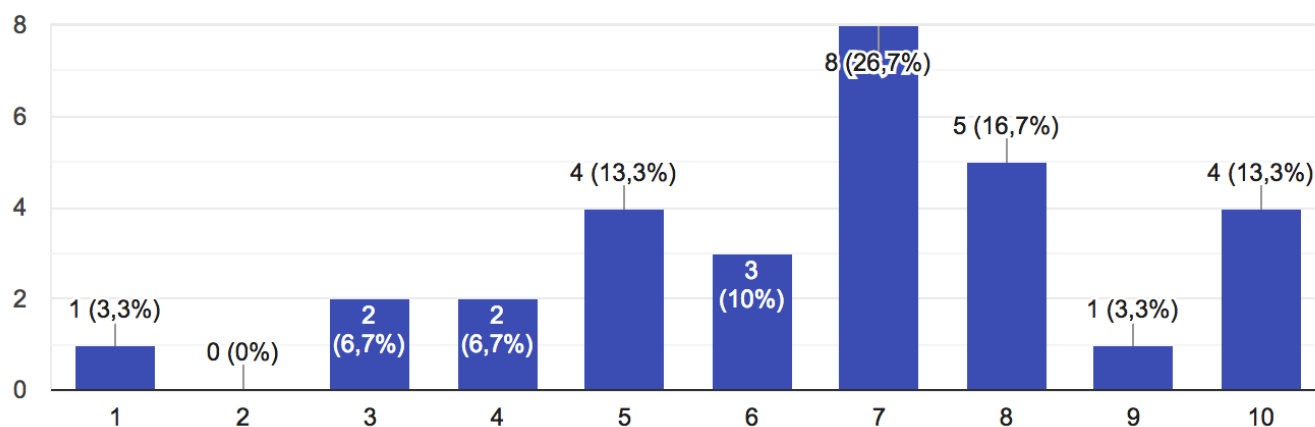
Question 19



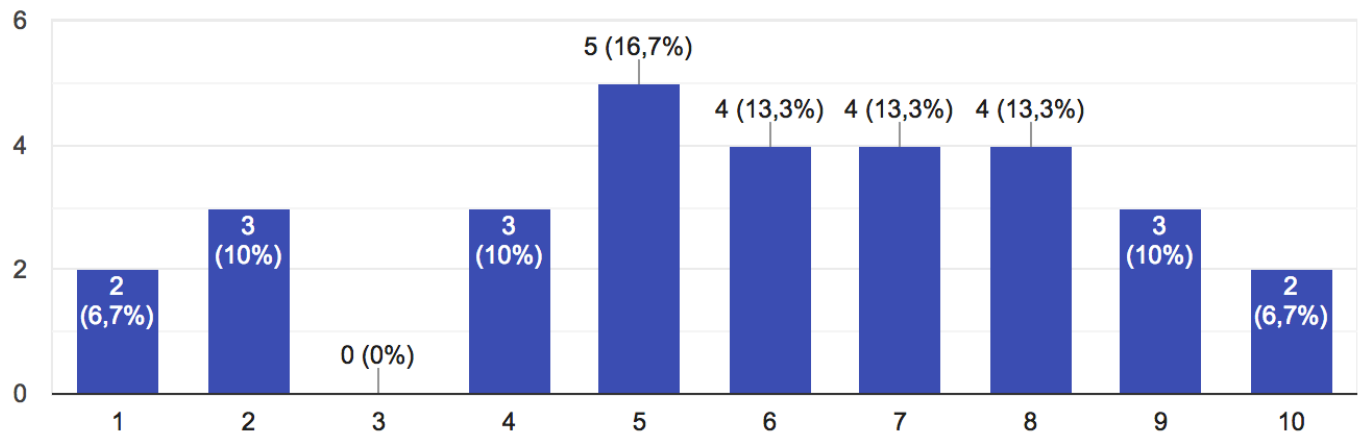
Question 20



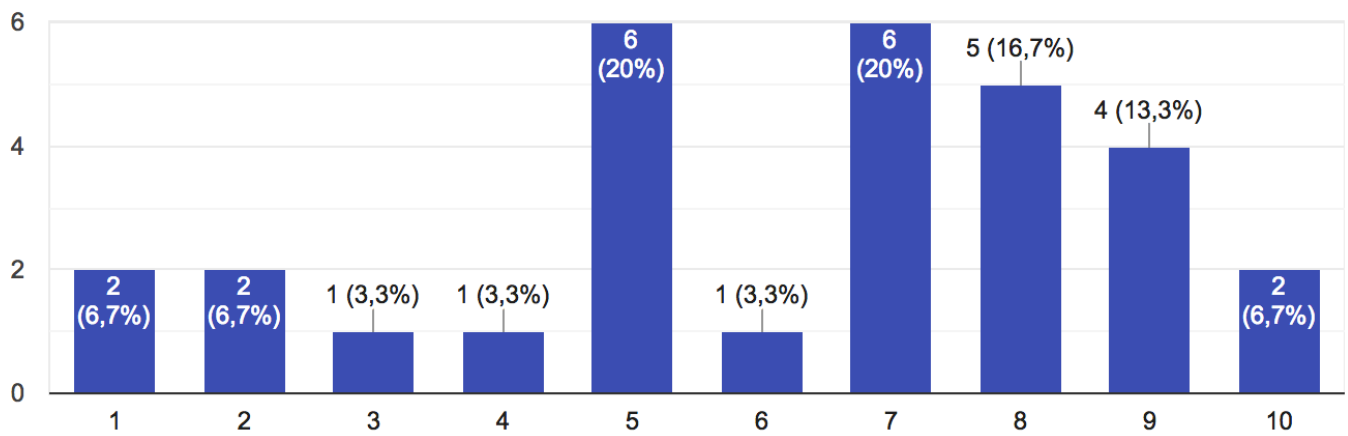
Question 21



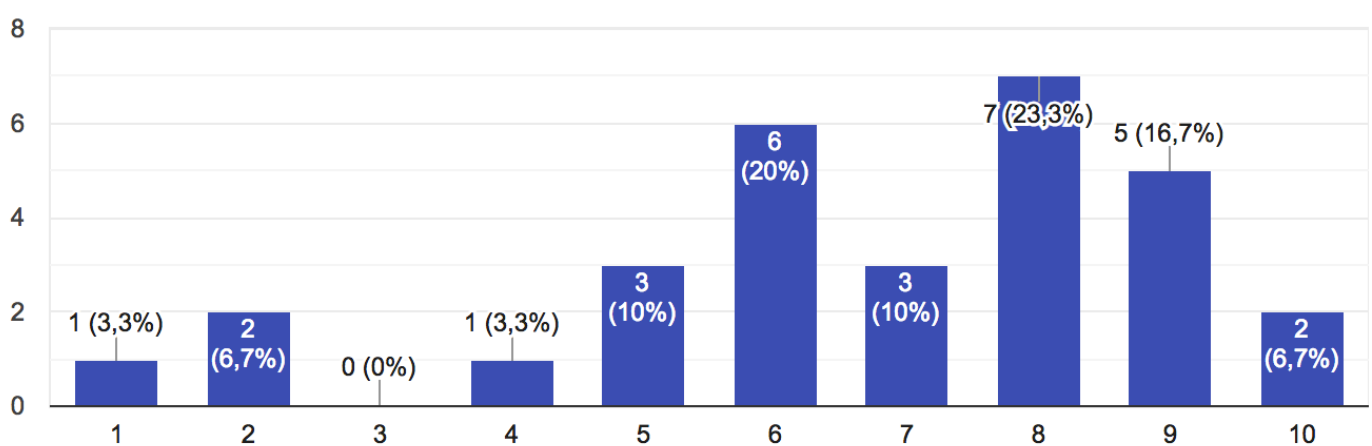
Question 22



Question 23



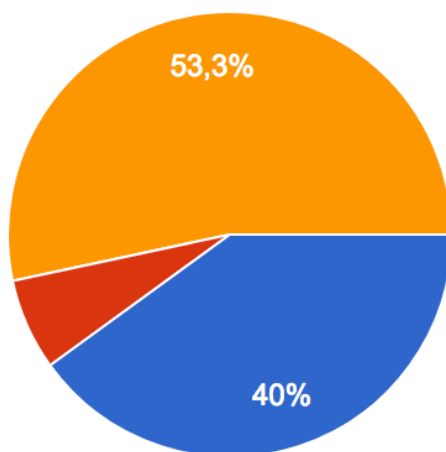
Question 24



Question 25

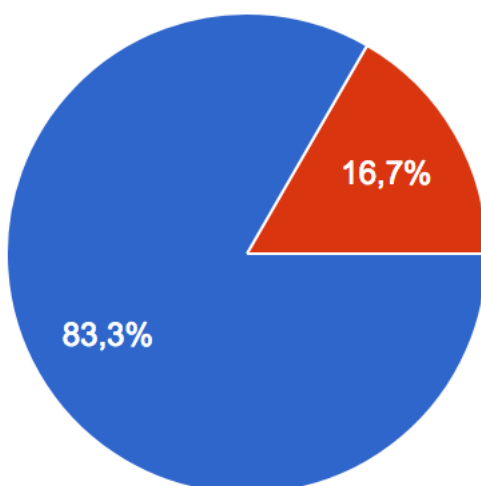
no
No
-
na
I don't remember
marine sanctuary
None, I just arrived.
None
I haven't seen any yet

Question 26



- Yes, they were a positive point for me. I liked the different initiatives.
- Yes, they were a negative point for me. The initiatives were weak, I expected more.
- No. They did not influenced me.

Question 27



- Yes
- No

Question 28

village aware of issues and doing something about it
The concern about the sea life. No negative points.
Free bicycle initiative.
negative: kore maintenance; positive: small village with good historical heritage
protection of the coastline
anything to improve environment is a plus.
Positive - cleanliness negative- lack of information
positive: easy reachable by public transportation, also: getting around by bus and/or bike is made easy; no negative points seen so far.
n\
I consider everything to be positive
the nurturing of wildlife

Question 29

Marketing: the initiatives need to be communicated. This should happen in an engaging and funny way
further develop a bike/electrical scooters sharing system
Continue in this direction
Investing in aquaculture initiatives
Don't know
continue the projects already in progress
To install more trash bins all over the center.
None.
more money for maintenance ; try to modernize shops and restaurants
Eco friendly tourism initiatives , more awareness of place

Question 30

